

DIGITAL LEADERSHIP AND ORGANIZATIONAL COMMUNICATION TOWARD MILLENNIAL EMPLOYEES IN A TELECOMMUNICATION COMPANY

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Abstract

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Changes in working patterns from an office environment to 100% working from home require employees to adapt to the new change. In this situation, company leaders are required to establish a good team that can work well together and complement each other. It pushes corporate managers to develop a new communication approach that involves communicating with employees virtually. This circumstance demonstrates that digital leadership and communication play a role in millennial employee performance. To investigate the issue, this study aims at determining the digital, communication, and performance aspects of millennial employees in a workplace, and to explore how digital leadership and organizational communication influence millennial employee performance simultaneously and partially. In this study, a total of 140 millennial employees were surveyed. This study employed non-probability sampling for data collection and descriptive analysis, coefficient of determination, and multiple linear regression to analyze the data. The t-test found that digital leadership and organizational communication positively and significantly influenced millennial employee performance. Based on simultaneous hypothesis testing, the f-test revealed that digital leadership and organizational communication influenced millennial employee performance. It was also found that the coefficient of determination value based on the R^2 is 0.840 (84%).

Keywords: Digital Leadership, Organizational Communication, Employee Performance

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1. INTRODUCTION

The declining ratio between the non-productive population (younger than 15 years old and older than 65 years old) and the productive population

(15-64 years old) indicates that Indonesia is currently in a demographic bonus era that occurs due to changes in the population's age structure. This phenomenon is known as the dependency ratio (Asrie, 2020). The millennial generation is inextricably

linked to the demographic bonus. Indonesia's dependence ratio in 2015 was 49.20, according to data by Budiati et al. (2018), implying that the percentage of the productive population is roughly 67.02% of the overall population. Furthermore, the proportion of the productive population is linked to the millennial generation, which accounts for 33.7% of the overall population in 2017. This finding shows that millennials have significantly influenced productive population structure because it accounts for 50.36% of the entire working population.

As the largest generation, the millennial is important because they play a significant role in the demographic bonus era. This generation will be in charge of the country's growth and will serve as the country's hope for further progress toward advanced and dynamic development. Essentially, millennials are a major investment in realizing the nation's independence in all areas, and they are demanded to have greater potential than earlier generations (Budiati et al., 2018).

According to Budiati et al. (2018), a millennial is defined as a person who was born between 1980 and 1999. Millennials are sandwiched between two other generations, generation X and generation Z. As a result, millennials have unique characteristics that are interesting to investigate. Millennials' characteristics include being open to communication, fanatical social media users, greatly influenced by technological developments, and flexible to political and economic views. Millennials are familiar with communication, media, and digital technology (Arviana, 2021). As a result, millennials have creative, informative, productive, and enthusiastic attitudes (Budiati et al., 2018). Based on the description of millennials, stakeholders in various sectors have to be prepared and adaptive. Working with millennials is a challenge, as they can become symbols of development, progress, and innovation.

This challenge is evident in a firm, namely Company A, which is a multinational telecommunications company with 630 permanent employees. The South Jakarta-based company has 22% millennial employees and most of them are working in the operations department. Millennials must be thoroughly comprehended and conditioned by the company because they will dominate the company's employee structure. Corporate leaders must be prepared to deal with a wide range of personalities from various generations because they will affect one another at work.

In a business sense, the telecommunications industry was not affected by the COVID-19 lockdown. On the other hand, the situation has encouraged the company's growth. COVID-19 has required a change in work patterns from working in the office to working from home. These situations demand the employees adapt. According to the observation, employees believe their workload has increased during the pandemic because their superiors demand more from them. For example, employees are expected to submit more reports and online meetings have surpassed indoor meetings held before the pandemic.

Workload increase has also been experienced by the superiors who have to identify tactical and prompt answers to escalation from subordinates. Superiors have micromanaged their subordinates as each report has been increasingly detailed. As

a result, employee performance decreased. Employee performance is heavily influenced by how superiors and subordinates communicate, especially among millennials. The role of superiors determines the success of millennial employees during the transition from working in an office to working from home. In this case, superiors can implement effective communication by encouraging open communication between superiors and subordinates because work can be done anywhere in the future. Superiors do not always consider those who know everything but can communicate with their subordinates as friends. As a result, it is projected that Company A's employees' performance will improve. According to Gallup as cited in Budiati et al. (2018), millennials have the following characteristics in terms of work:

1) Work is not just about earning a living, but also about pursuing goals (something that has been aspired to in the past).

2) Work is about learning new things, new skills, new perspectives, getting to know more people, taking opportunities to develop, and so on.

3) Work is not just about seeking job satisfaction, but also about developing themselves (learning new things, new skills, new angles, getting to know more people, taking opportunities to develop, and so on).

4) Millennials dislike supervisors who like to give commands and control.

5) Millennials dislike annual assessments.

6) Millennials do not think about their flaws, but they are driven to develop their strengths; and

7) For millennials, working is a part of their life.

The characteristics of several employees in Company A who are superior to the millennials described above, as well as the findings in the field based on interviews with five members of Company A's millennial generation, are unique. Several conclusions about the characteristics of millennial employees in Company A were obtained through interviews:

1) They master the technological sector, so they can easily utilize it at work.

2) They are used to multitasking and can complete multiple tasks at the same time.

3) They have good verbal and non-verbal communication skills. It was found that millennials used non-formal language, both among co-workers and their superiors.

4) They like to be considered a friend by their co-workers or superiors. Millennials feel at ease when their superiors include them and do not use offensive language.

5) They like to be appreciated and provided with constructive feedback. They are even more active in improving their work with the input so that their work performance will be better and in line with their superiors' expectations.

6) Millennials are ambitious because most of them were born into monetarily prosperous homes compared to the previous generation. They believe that they must perform better than their parents. Furthermore, millennial employees in Company A have a desire to own branded goods as a result of their social media lifestyle.

Company A examined the performance of millennial employees in 2020 and 2021. They analyzed four points: 1) customer satisfaction;

2) deal profit and loss; 3) delivery quality; 4) internal/external certification. The following are the results of the employee performance of the first to the fourth quarter of 2020: need improvement (10%); meet expectations (59%); exceeding expectations (28%). In 2021, their first three quarters' performance is as follows: need improvement (15%), meet expectation (57%), exceeding expectation (27%). Based on the result, it can be seen that the performance has declined since Q2 of 2020 as evidenced by the increase of employees whose performance needs improvement. On the other hand, employees whose performance was "meet expectation" declined in Q2 of 2020 and increased in Q3 of 2021. Employees with great performance have decreased slightly compared to those with low performance.

Employee characteristics above have been adopted as a reference by organization or company leaders in forming a system, leadership, and communication, especially for those who have millennial employees. According to Pohan (2019), the quality of a leader is a factor in an organization's success. Therefore, being an effective leader of the millennials can be considered a formidable challenge. The millennials are closely related to digital information and communication. Accordingly, communication is developing according to their needs. Communication technology advancement has shifted the sector from conventional to digital. Leaders need to consider this phenomenon to provide appropriate encouragement and passion to the millennials.

According to the observation result, millennial employees in Company A have the following communication behavior:

1) They are used to communicating with supervisors, subordinates, and customers using social media. Furthermore, social media platforms such as Twitter, Instagram, YouTube, and WhatsApp can help their communication.

2) They always have them near them at all times, even while sleeping. As a result, communication is available until late at night, allowing superiors and customers to contact them at any time.

3) They can adapt easily to online or offline discussions.

The aforementioned findings indicate that millennials are well suited to digitized communication. The digital revolution is transforming every industry, as well as the competitive landscape of businesses as a whole. Thus, companies must organize and adapt to survive. In such an era, digital and leadership are two critical aspects that are mutually sustainable and essential to face today's challenges.

Many companies have employees from different generations. This situation causes generational gaps that can affect work procedures and communication. It may lead to work-related issues in some companies. To address this, companies can foster a cross-generational relationship by implementing a variety of intergenerational collaboration and communication strategies (Siagian & Wibowo, 2021). In this case, corporate leaders must be able to create a suitable work environment to encourage employee performance. Companies have to create two capabilities as part of their digital transformation,

which are digital capabilities and leadership with digital capabilities (Rudito & Sinaga, 2017). According to Peramesti and Kusmana (2018), leadership in the millennial era requires a millennial-friendly communication pattern because digitalization has pervaded the workplace and no longer permits leaders to take conventional actions.

Millennial employees in a company require leaders to possess various competencies such as communication and the application of digital aspects. Currently, corporate leaders have to choose between doing nothing, which will eventually lead to the company's failure due to digital disruption, or doing something, which will protect the company's competitive position in the future (Rudito & Sinaga, 2017).

As a global company, Company A has great leaders with excellent digital skills and technological understanding. Company A corporate leaders are knowledgeable about telecommunication technology because they are responsible for the solutions offered to their clients. Not only knowledgeable about their products, but the leaders are also well informed about all aspects related to the newest innovations in the telecommunications business. Before the outbreak, Company A's collaboration was working exceptionally well. The company's goals were always met through team collaboration. However, employees' interests were shifted during the start of the pandemic due to the increase in the number of meetings, which resulted in longer working hours. As a result, employee performances were declining. To handle this, supervisor roles are important. At the start of the working-from-home policy, the communication media transition required adaptation. Millennial employees who are technologically literate are already accustomed to internet technology to communicate.

During the shift from working in the office to working from home, the leadership style was also changed. Before the pandemic, the leaders had confidence in their subordinates that they could solve problems during office meetings. However, it was changed when the working at the home policy was implemented because the leaders wanted to know the details of the problems and they tended to micromanage. For almost two years, the working from home pattern has been gradually improving. The leaders have employed an issue tracker in Microsoft Teams to notice their subordinates' problems. By doing this, team members can learn from the problems that have been encountered previously. Then the solutions to the problems will be discussed in a meeting. In addition, the frequency of online meetings has been reduced from daily to weekly. The leadership also uses WhatsApp groups to share information and monitor the condition of the teams, reassuring subordinates that their leaders are concerned about their well-being during the pandemic. Knowing that their leaders are concerned about them, subordinates feel comfortable and strive to provide their best for the company.

According to Mary in Siagian and Wibowo (2021), the digital era has revolutionized how a leader manages and integrates millennials, baby boomers, and generation X in the workplace to avoid intergenerational disputes. All parties must be ready for a 20-year cycle in which new personalities

emerge who can have an impact on the company's performance. It also recognizes the millennials who will eventually lead the organization, which is a significant factor in company management. According to Haryati (2021), the generational gap in the workplace is one of the topics that is often being discussed in human resource management development. It should be noted that the generational gap concept is still evolving.

A generational gap that exists in Company A leads to a change of attitude. Millennials, which are expected to become company leaders in the future, will have different communication and leadership styles. Because millennials work differently than earlier generations, the change of attitude will have an impact on their subsequent performance. For example, millennial employees in Company A prefer to communicate using social media. In terms of leadership, millennials must be able to lead the intergenerational collaboration in Company A.

According to the aforementioned discussion, it can be seen that the focus of this study is to analyze the impact of digital leadership and organizational communication on millennial employee performance. The novelty of this study is that it presents a new theory related to the phenomenon of digital leadership and organizational communication for millennial employees in which previous studies only examine leadership styles that are not from a digital perspective.

This study will be divided into six sections as follows. Section 1 introduces the phenomenon and novelty of this research. Section 2 reviews the relevant literature. Section 3 explains the methodology we used in this research. Section 4 explains the result. Section 5 discusses the research results of each variable and Section 6 is conclusions with theoretical and practical aspects.

2. LITERATURE REVIEW

2.1. Digital leadership

Digital leadership is the capability of a leader to employ digital technology to exert influence and direction on team members so that company's goals can be achieved (Saputra & Saputra, 2020). Digital leadership can also be defined as a fast, cooperative, and team-oriented approach with a strong focus on innovation where a digital-oriented leader can apply new methods and instruments to provide solutions to complex problems and maintain business continuity (Oberer & Erkollar, 2018). In addition, it is also a set of technology-mediated social influence processes intended to change attitudes, feelings, thinking, behavior, and performance in organizations (Roman et al. 2018). Several studies also defined digital leadership as a vital skill that leaders must possess to carry out digital transformation. With digital leadership, company leaders can develop a clear and meaningful vision and actualize strategies related to the digitization process (Zeike, Bradbury, Lindert, & Pfaff, 2019).

2.2. Organizational communication

Simamora (2021, p. 35) defines organizational communication as a network designed in a system and process to transfer information from one

person or group to another to achieve organizational goals, with the organizational communication network being a formal pattern of human relations. Similarly, Suratno (2018, p. 13) explains organizational communication as a communication procedure that aims at maintaining harmony or good relations in cooperation amongst interested parties within the organization. On the other hand, Riinawati (2019, p. 48) believes that organizational communication is a flow system that links and promotes performance within the organization to develop synergy. Based on definitions, it can be concluded that organizational communication is a network or flow of communication between members of the organization on a reciprocal basis that is intended to achieve organizational goals that have been implemented.

2.3. Employee performance

Priansa (2017, p. 48) defines job performance as the level of success of employees in accomplishing work originating from the organization, which is the expression of the employee's talent or ability. According to Prasetio, Sary, and Ferinia (2021, p. 153), performance is used to assess individual employee contributions to a company's success. On the other hand, Mangkunegara (2017, p. 67) explains that performance is the consequence of an employee's work quality and quantity in accordance with their obligations. Based on the opinion of experts about employee performance, the conclusion is that employee performance is the result of achieving work carried out by an employee in carrying out his obligations in a company in a certain period.

2.4. Relationship between digital leadership and employee performance

Several studies found a link between digital leadership competence and employee performance, as demonstrated by Sow and Aborbie (2018), who interviewed and evaluated company leaders in the Midwest to investigate the impact of leadership on digital transformation (USA). The study shows that leadership influences organizational transformation and employee involvement in improving employee performance. This demonstrates the need for leaders to have sufficient technical awareness of the magnitude of digitalization transformation and its implications for the company. The company's management approach, which includes digital leadership, must be compatible with the organization or company's culture.

Further, Sunaryo (2021) revealed that digital leadership had a 0.496 (49.6%) positive and significant impact on employee performance. It shows that if digital leadership increases, employee performance will also increase. This study also suggests that the function of digital leadership in influencing a large number of people and solving digital challenges will have a beneficial impact because the role of a leader will influence employee performance. In addition, do Rêgo, Supartha, and Kerti Yasa (2017) also found a positive influence of leadership on employee performance.

2.5. Relationship between organizational communication and employee performance

The literature study shows a relationship between organizational communication and employee performance. Riono, Syaifulloh, and Utami (2020) found a 0.545 positive relationship between organizational communication and employee performance in a hospital. On the other hand, Kurniati, Tampubolon, and Atika (2019) revealed a 0.685 relationship between corporate communication and employee performance.

Sara and Putri (2021) also discovered a 0.340 relationship between corporate communication and employee performance in a study involving PT Global Success Collaboration. In addition, Islami, Palupi, and Romadhan (2021) found a value of 0.715 for the relationship between corporate communication and employee performance. Based on the prior studies, it can be concluded that organizational communication has a relationship with performance, implying that when organizational communication improves, employee performance will also improve.

Based on the literature review and Figure 1, this study proposes three hypotheses as follows:

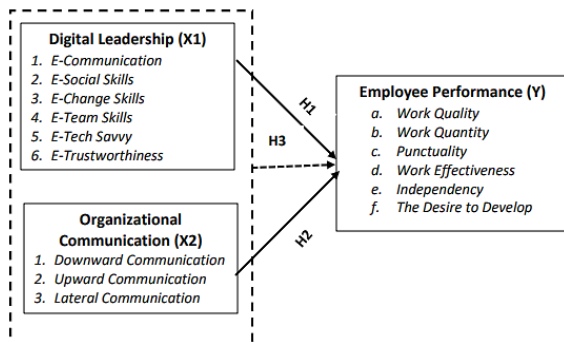
H1: Digital leadership positively and significantly influences millennial employee performance in Company A.

H2: Organizational communication positively and significantly influences millennial employee performance in Company A.

H3: Digital leadership and organizational communication positively and significantly influence millennial employee performance in Company A.

Based on the literature review, the conceptual framework of this study can be seen in Figure 1.

Figure 1. Conceptual framework



Source: Roman et al. (2018), Pace and Faules (2018), Permadi, Landra, Kusuma, and Sudja (2018) modified.

3. RESEARCH METHODS

3.1. Types and sources of data

This study is classified into several categories: methods, objectives, type of investigation, unit of analysis, and implementation period. Based on the method, this study is quantitative research. Quantitative research, according to Sujarweni (2019, p. 39), is a study that delivers specific conclusions through statistical techniques that include quantification or measurement. Quantitative research focuses on the symptoms of problems (variables) and examines the problem using objective

theory (Sujarweni, 2019, p. 39). Based on the research time, this research is included in the type of cross-sectional research. According to Silalahi (2012, p. 37), cross-sectional research is research that occurs only at one particular time with different units of analysis.

3.2. Data collection method

The data were collected from respondents in accordance with the objectives of the study through interviews, questionnaires, and document analysis. In this study, interviews were conducted with the staff of the Human Resource Division of Company A and employees of Company A. This study used a questionnaire. Data collection is used by researchers to obtain data by providing a set of questions or written questionnaires to respondents to be answered. In this research, the questionnaire was distributed to 140 employees. In addition, researchers also analyzed company documents. In this case, the document analyzed is a document about the results of employee performance.

3.3. Sampling

According to Silalahi (2012, p. 254), a sample is a subset of each specific part of the population that has been chosen to be representative. On the other hand, Djarwanto and Subagyo as cited in Sujarweni (2019, p. 223) believed that sample is part of the population that is considered representative of the study. Non-probability sampling that is also known as saturation sampling was utilized in this study. According to Sujarweni (2019, p. 88), saturated sampling is a technique used if the entire population is a sample. Therefore, this study employed a saturated sample of 140 millennial employees (22% of the total population) from Company A located in Jakarta, Indonesia.

3.4. Operational definition of variables

This study employed the six dimensions by Roman et al. (2018) as a measuring tool for *digital leadership*. The six dimensions describe *digital leadership* into six competencies. The first dimension is *e-communication skills* which are superiors' capabilities related to digital communication. This skill includes the capability of superiors to communicate clearly with their subordinates, avoid miscommunication, and regulate the intensity of the duration of the communication. The second dimension is *e-social skills*. These are the capabilities of superiors to socialize with employees and collaborate using technology. This ability is required to make a digital communication atmosphere similar to direct, face-to-face communication. The third dimension is an *e-change skill*. This is a skill that has to be possessed by superiors related to their capability to manage organizations and to adapt to change effectively using technology.

The fourth dimension is an *e-team skill*. This is a skill that has to be possessed by superiors related to their capacity to manage a team to motivate them using technology. Successful leaders have to be able to create a team orientation to foster positive attitudes of the members and to create common goals, which strengthen their relationships, and help

the team with their mission. The fifth dimension is an *e-tech savvy skill* that is required to be possessed by superiors so that they can follow technological developments and can utilize technology. A superior has to be technology savvy and be able to keep up with the developments and issues of ICT. In this regard, superiors are required to regularly update their ICT skills by participating in various training and capacity building. The sixth dimension is *e-trustworthiness skills*. This is the capability of superiors to instill confidence in themselves to their employees and to be perceived as consistent individuals. Leaders that are capable of utilizing ICT can create a sense of trust that is regarded as honest, consistent, and fair.

In this study, Pace and Faules' (2018, p. 185) dimensions theory was adopted to measure *organizational communication*. The dimensions include *downward communication*, *upward communication*, and *lateral communication*. *Downward communication* is information flow given from superiors to subordinates. The information may include work-related information, superiors' expectations, and an effective communication system through the company's platforms. On the other hand, *upward communication* is information flow from subordinates to superiors. The communication may include work-related consultation with superiors and conveying opinions and problems experienced by subordinates to their superiors. *Lateral communication* information flows among employees at the same level. The communication may be in the form of teamwork in achieving job understanding and work coordination to complete tasks.

Dimensions by Permadi et al. (2018) were adopted to measure *employee performance*. The dimensions include *work quality*, *work quantity*, *punctuality*, *work effectiveness*, *independence*, and *the desire to develop*. *Work quality* describes the level of quality of work to be achieved by employees. It is

measured by several indicators such as employees' precision to maintain work quality and their capability to complete the task at hand. On the other hand, *work quantity* is described as the accumulation level of work done by employees. It is measured by employees' capability to complete a number of tasks in accordance with company expectations. *Punctuality* is a work-related activity that can be completed by employees on time. It is measured by their capability to complete tasks in accordance with the requested time and to maximize their efforts to complete the tasks at hand on time.

Work effectiveness can be described as the implementation of organizational resources, such as manpower and facilities, to create effective work. Work effectiveness can be measured by employees' capability to optimize their skills to complete tasks optimally and to utilize facilities to produce outstanding work. *Independence* is the employees' capability to do their tasks independently in accordance with their commitments. It can be measured by their commitment level to their tasks and their capability to complete the tasks independently. Lastly, *the desire to develop* is the urge of employees to continue to be better at their job. This dimension can be measured by their urge to be better at producing more excellent performance than the previous year.

4. RESULTS

4.1. Classic assumption detection

4.1.1. Normality detection

Referring to the results in Table 1, the one-sample Kolmogorov-Smirnov test shows Sig. of 0.103 is greater than 0.05 ($0.103 > 0.05$) so it can be concluded that the data in this study were normally distributed.

Table 1. Normality detection results

One-sample Kolmogorov-Smirnov test			Unstandardized residual
N			140
Normal parameters ^{a,b}	Mean		0.0000000
	Std. Deviation		5201.72279054
Most extreme differences	Absolute		0.102
	Positive		0.085
	Negative		-0.102
Test statistic			0.102
Asymp. Sig. (2-tailed)			0.001 ^c
Monte Carlo Sig. (2-tailed)	Sig.		0.103 ^d
	99% confidence interval	Lower bound	0.095
		Upper bound	0.111

Note: a. Test distribution is normal; b. Calculated from data; c. Lilliefors significance correction; d. Based on 10000 sampled tables with starting seed 926214481.

Source: Data processing results, 2022.

4.1.2. Multicollinearity detection

According to Table 2, the multicollinearity test shows that the value of the results with a tolerance value or variance inflation factor (VIF) is 16.203. VIF has a limit of > 0.10 or a VIF value lower than 10 means that there is no multicollinearity. Therefore, it can be concluded that there is no multicollinearity in the variables of this study.

Table 2. Multicollinearity detection results

Model	Sig.	Collinearity statistics	
		Tolerance	VIF
1	(Constant)	0.015	
	TOTAL_X2	0.000	16.203
	TOTAL_X1	0.000	16.203

Source: Data processing results, 2022.

4.1.3. Heteroscedasticity detection

According to Table 3, the heteroscedasticity test shows the value of the Glejser sig. independent variable is greater than 0.05. The X_1 variable is

$0.657 > 0.05$ and the X_2 variable is $0.883 > 0.05$. Therefore, it can be concluded that there was no heteroscedasticity in the regression model and it could be used.

Table 3. Heteroscedasticity detection results

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5823.474	1327.896		4.385	0.000
	TOTAL_X2	0.019	0.128	0.050	0.148	0.883
	TOTAL_X1	-0.037	0.082	-0.152	-0.445	0.657

Source: Data processing results, 2022.

4.2. Regression analysis results

The following is the formula for the multiple linear regression equation:

$$Y = 4280.525 + 0.693 (X_1) + 0.227(X_2) + e \quad (1)$$

where, the value of α is 4280.525, which means that if the *digital leadership* and *organizational communication* variable has a value of 0, the *employee performance* variable has a value of 4280.525.

The value of the regression coefficient for the *digital leadership* variable is 0.227, the positive X_1 value indicates a unidirectional relationship between *employee performance* and *digital leadership*. This implies that if *digital leadership* increases by 1, *employee performance* increases by 0.227, assuming all other independent variables remain constant.

The value of the regression coefficient for the *organizational communication* variable is 0.693, the positive X_2 value indicates a unidirectional relationship between *employee performance* and *organizational communication*. This implies that if *organizational communication* increases by 1, *employee performance* increases by 0.693, assuming all other independent variables remain constant.

4.3. Significance test

Based on Table 4, the R^2 column shows the coefficient of the determination test, which is 0.840. This suggests that 84.0% of *employee performance* variable can be explained by *digital leadership* and *organizational communication* variables, with the remaining 16% can be explained by variables not explored in this study.

Table 4. Coefficient of determination results

Model summary				
Model	R	R ²	Adjusted R ²	Std. Error of the estimate
1	0.917 ^a	0.840	0.838	6,763.57675

Note: Coefficient of determination is R^2 ; a. Predictors: (Constant), TOTAL_X1, TOTAL_X2.

Source: Data processing results, 2022.

4.4. Simultaneous test (f-test)

According to Table 5, the simultaneous f-test test obtained f_{count} of 360.331 and f_{table} of 0.35628. Because $f_{\text{count}} > f_{\text{table}}$, the accepted hypothesis is H_a with a condition that there is a simultaneous influence on *employee performance* from *digital leadership* and *organizational communication*.

Table 5. F-test results

ANOVA ^a						
Model	Sum of squares	df	Mean square	F	Sig.	
1	Regression	32967363123.067	2	16483681561.534	360.331	0.000 ^b
	Residual	6267197961.333	137	45745970.521		
	Total	39234561084.400	139			

Note: a. Dependent variable: TOTAL_Y; b. Predictors: (Constant), TOTAL_X1, TOTAL_X2.

Source: Data processing results, 2022.

4.5. Partial test (t-test)

Table 6 shows the partial t-test result with a t_{table} of 1.9774 ($df = N-3$), which can be interpreted as follows.

1) The influence of *digital leadership* on *employee performance*. The partial t-test result for *digital leadership* shows a value of 4.146, which is

larger than the t_{table} of 1.9774 ($4.146 > 1.9774$). It means that H_0 is rejected and H_a is accepted, and the influence is significant. The result indicates that 95% of the time, *digital leadership* positively and significantly influenced *employee performance*.

Table 6. T-test results

Model	Coefficients ^a				t	Sig.
	Unstandardized coefficients		Standardized coefficients			
	B	Std. Error	Beta			
1	(Constant)	4280.525	1739.749		2.460	0.015
	TOTAL_X2	0.693	0.167	0.570	4.146	0.000
	TOTAL_X1	0.277	0.108	0.354	2.573	0.000

Note: a. Dependent variable: TOTAL_Y.

2) The influence of *organizational communication* on *employee performance*. The partial t-test result for *organizational communication* shows a value of 2.573, which is larger than the t_{table} of 1.9774 ($2.573 > 1.9774$). It means that H_0 is rejected and H_a is accepted, and the influence is significant. The result indicates that 95% of the time, *organizational communication* positively and significantly influenced *employee performance*.

As a result, the following hypothesis can be drawn from the partial t-test results:

H1: Digital leadership positively and significantly influences employee performance.

H2: Organizational communication positively and significantly influences employee performance.

The hypotheses and the results of this study can be seen in Table 7 below:

Table 7. Hypothesis-testing result

<i>Hypothesis</i>	<i>Relationship</i>	<i>Coefficient</i>	<i>Sig. value</i>	<i>Direction</i>	<i>Conclusion</i>
<i>H1</i>	$(X1) \rightarrow (Y)$	4.146	0.000	Positive	Accepted
<i>H2</i>	$(X2) \rightarrow (Y)$	2.573	0.000	Positive	Accepted
<i>H3</i>	$(X1, X2) \rightarrow (Y)$	360.331	0.000	Positive	Accepted

Source: Data processing results, 2022.

5. DISCUSSION

5.1. Digital leadership influence on employee performance in Company A

Based on Table 7, the partial t-test shows that the t_{count} for the digital leadership variable is 4.146. On the other hand, t_{table} with α of 0,05 is 1.9774 This result indicates that $t_{count} > t_{table}$ in which $H1_0$ (null hypothesis) is rejected and $H1$ is accepted with a hypothesis that there was a significant partial effect. It also indicates that 95% of the time, digital leadership positively and significantly influenced employee performance. This also implies that the better the digital leadership in Company A, the better the employee performance will be.

The findings of this study are in line with Sunaryo (2021) who found that digital leadership had a 0.496 (49.6%) of positive and significant influence on employee performance. It shows that if digital leadership increases, employee performance will also increase. This study also suggests that the function of digital leadership in influencing a large number of people and solving digital challenges will have a beneficial impact because the role of a leader will influence employee performance.

Furthermore, Matriadi, Ikramuddin, Adamy, and Chalirafi (2021) found that the influence of digital leadership on employee performance in PT Pertamina was significant with a standardized regression coefficient of 0.234 (23.4%). The result indicates that the influence of digital leadership on employee performance in Pertamina was 23.4%. According to the study, digital leadership encompasses not only the ability to utilize social media, websites, or technology, but also the capability of leaders to think critically about an issue, be creative, have good communication skills, and be able to collaborate.

Manuaba and Lestari (2021) conducted a study using SEM analysis. It was revealed that digital leadership significantly influenced employee performance (0.012) with a CR of 2.510. This suggests that the higher the level of digital leadership, the higher the level of employee performance. Muniroh, Hamidah, and Abdullah (2021) conducted a study on PT Telkom Digital and it was revealed that digital leadership did not have a direct influence on employee performance, but it influenced the variable with the assistance of the other variables.

5.2. Organizational communication influence on employee performance in Company A

Based on Table 7, the partial t-test calculation reveals that the t_{count} of the organizational communication variable is 2.573. On the other hand, t_{table} with α of 0,05 is 1.9774. This result indicates that $t_{count} > t_{table}$ in which $H2_0$ (null hypothesis) is rejected and $H2$ is accepted with a hypothesis that there was a significant partial effect. It means that 95% of the time, organizational communication positively and significantly influenced employee performance. This also implies that the better the organizational communication in Company A, the better the employee performance will be.

This finding is supported by Kalogiannidis (2020) who found that organizational communication of financial organizations, as assessed by efficient downward, upward, and horizontal communication, had a 0.421 influence on employee performance (42.1%). Pratama, Anisah, and Dahniar (2021) revealed that in certain banking institutions in Banjarmasin and Banjarbaru, South Kalimantan, organizational communication influenced employee performance by 76.8%. It was further explained that an organization must fulfill its objectives through the exchange of information between sender and recipient. Good communication is the capability to express what is on one's mind so that the recipient will come to a similar understanding. This is critical in organizations when there is a relationship of understanding in communication so that it may be understood and performed by one party and implemented by the other.

A study by Islami et al. (2021) found that organizational communication had a 0.513 influence on employee performance (51.3%). It implies that if organizational communication is improved, employee performance will improve as well. According to Kalogiannidis (2020), effective organizational communication is an important aspect to improve performance and foster optimal working relationships in a company. If every employee in a company is committed to engaging in good communication, a sense of trust will be developed. Therefore, organizational communication should be promoted to maintain a good flow of information throughout the organization to increase employee performance and business profitability in the long run.

5.3. Digital leadership and organizational communication influence on employee performance in Company A

The simultaneous hypothesis testing (f-test) shows that the f_{count} value is 360.331 with a p-value (sig.) of 0.000. With $\alpha = 0.05$, the f_{table} is 3.029. Because $f_{\text{count}} > f_{\text{table}}$ ($360.331 > 0.35628$), the accepted hypothesis is H_3 , assuming that digital leadership and organizational communication have a partial impact on employee performance. Based on the coefficient of determination test, the employee performance variable can be explained by the digital Leadership variable and organizational communication variable by 84.0% and the remaining 16% can be explained by other variables that were not analyzed in this study. This finding supports Oberer and Erkollar (2018) who argued that a significant aspect of digital leaders is their capability to set clear goals for employee performance and to establish good communication for information distribution inside the company. Furthermore, Petrucci and Rivera (2018) explained that good communication can be established by digitally savvy leaders who can solve numerous issues related to poor communication among employees.

Additionally, Soon and Salamzadeh (2020) argued that in situations where employees have to operate remotely, it is critical for businesses and their leaders to understand digital communication so that communication can be established clearly without ambiguity. Therefore, leaders in the digital era have to master digital communication to support the efficiency of employee task completion.

6. CONCLUSION

The partial t-test result for digital leadership shows a value of 4.146, which is larger than the t_{table} of 1.9774 ($4.146 > 1.9774$). It means that $H1_0$ (null hypothesis) is rejected and $H1$ is accepted, and the influence is significant. It also indicates that 95% of the time, digital leadership positively and significantly influenced employee performance.

The partial t-test result for organizational communication shows a value of 2.573, which is larger than the t_{table} of 1.9774 ($2.573 > 1.9774$). It means that $H2_0$ (null hypothesis) is rejected and $H2$ is accepted, and the influence is significant. The result indicates that 95% of the time, organizational communication positively and significantly influenced employee performance.

The influence of digital leadership and organizational communication on millennial employee performance is 0.840. This suggests that 84.0% of employee performance variables can be explained by digital leadership and organizational communication variables, with the remaining 16% can be explained by variables not explored in this study. Because $f_{\text{count}} > f_{\text{table}}$ ($360.331 > 0.35628$), the accepted hypothesis is H_3 , assuming that digital leadership and organizational communication have a simultaneous impact on employee performance.

This research, however, is subject to several limitations. The drawback of this study is the variables are limited to digital leadership, organizational communication, and employee performance. This research is not considering other

variables. This study also only covered telecommunication companies, other companies in the same industries were not included due to various constraints. This research applies a cross-sectional approach in which data was gathered at once during the research period. Such kind of techniques does not allow the researcher to create a causal relationship among the essential variables of the research. This research can be continued more deeply and comprehensively with other variables and other methodologies such as structural equation modelling or path analysis.

Practical and theoretical aspects are suggested based on the findings of this study. These suggestions are expected to be valuable and can be utilized as consideration for Company A, as well as a scientific reference for future studies.

Non-verbal communication includes gestures such as observing other people's expressions, movements, and postures. Observing each other and interacting directly brings closeness and trust to the conversation that is never fully conveyed through written communication or voice calls. Therefore, a video conferencing meeting is required for virtual cooperation. Superiors of Company A have video conference sessions with small teams regularly (once a week). In this case, future collaboration between coworkers should be improved.

Virtual collaboration that is regularly conducted by the company during the pandemic is an important method of working from home. To monitor employee performance, the superiors can impose obligatory online working hours. In such cases, employees are disciplined not only by their superiors but also by their peers. One of the most essential functions of virtual collaborative chat is to ensure that the employees are working in accordance with their roles. It can also be a reminder because the "away" feature is used to ensure that the employees are working accordingly. Everyone should respect the "away" status that is shown during lunchtime so that employees can take a break from their job for a specific duration, which includes chat or phone conversations from superiors to subordinates and coworkers.

If the superiors do not use virtual communication to evaluate their employee performance, the situation can be improved by asking the employees to conduct a self-assessment. By doing this, superiors will gain insight into how employees view their worth and how they aspire to grow professionally. In addition, it also provides superiors with an opportunity to learn how to motivate their employees.

It is important to improve the role of superiors in guiding the employees in the company to improve the professional relationship between superiors and subordinates. Not only through formal online or offline sessions, but the guidance can also be directly in a one-on-one meeting over breakfast. In this discussion, superiors may reveal many issues such as work barriers, complaints, and personal concerns that can contribute to a lack of enthusiasm at work.

Employees in Company A can easily obtain information because of the lateral relationship between them. The current situation, which is going well, can be improved by creating a community to discuss new technology information. The community is a platform to share information, knowledge, and experience. As a result, Company A employees who

work in telecommunication technology will receive extra information from the community, which will benefit the company in the future.

Academics are encouraged to conduct an additional study on the impact of digital leadership and organizational communication on employee performance using different theories,

companies, and data analytic methods. It is also suggested to analyze different factors that can influence millennial employee performance using digital leadership, organizational communication, and employee performance variables that were not examined further in this study.

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